

SWITCH UP HOW YOU MANAGE UP

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In collaboration with
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Managing up is
influence work.



Influence requires
high degrees of
consideration and **courage**.

STEPHEN COVEY



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CONSIDERATION

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It's **rare** for us all to care
about the same thing.

Belonging

Improvement/Progress

Choice

Equality/Fairness


Predictability

Significance

More detail:

bit.ly/biceps-core-needs

We are each **motivated** by,
and/or **worried** about,
at least one of these
core needs.



We tend to think that our
#1 core need is **gold** to
everyone else.

PALOMA MEDINA



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We're aiming for **win-win**.

- Of all of the fires we're trying to put out, which one keeps you up at night?
- Which part of our roadmap are you most excited by, or worried about?
- What are you optimizing for in your role?

Full list:
bit.ly/biceps-questions



I know you care about

(restate what you know they care about)

Here's how

(your proposed change)

could help with that.





I know you care about

getting this launched before July 30.

Here's how

saying “no” to this other project

could help with that.



I know you care about

increasing our delivery velocity.

Here's how

demoing our work at the All Hands

could help with that.



I know you care about

creating breathing room in your calendar.

Here's how

delegating this leadership project to me

could help with that.

It might take a few tries!

Get **practice**, and **iterate**.

COURAGE

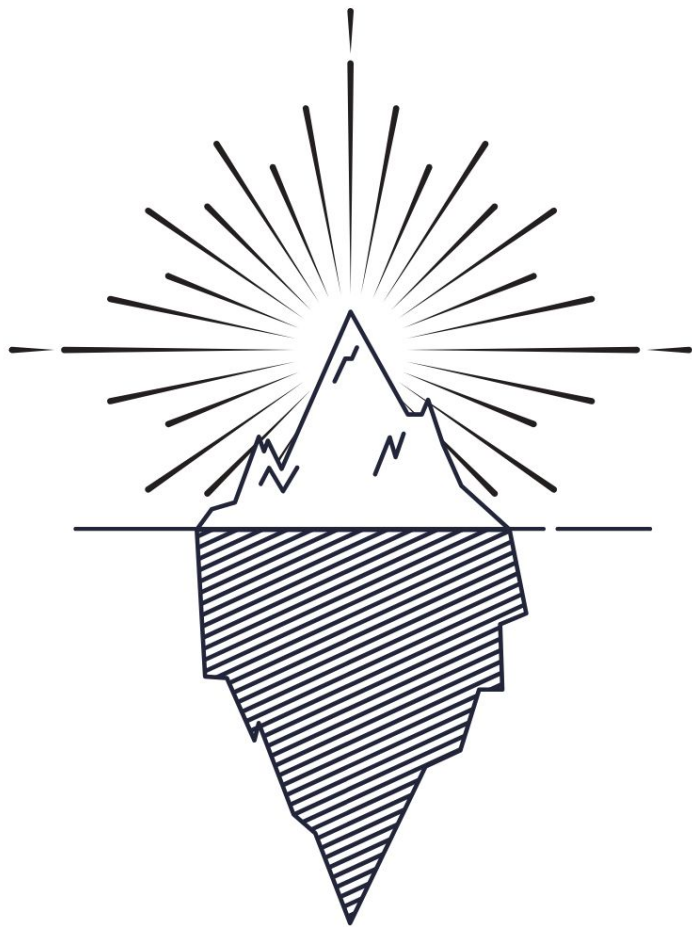
WHEREWITHALL



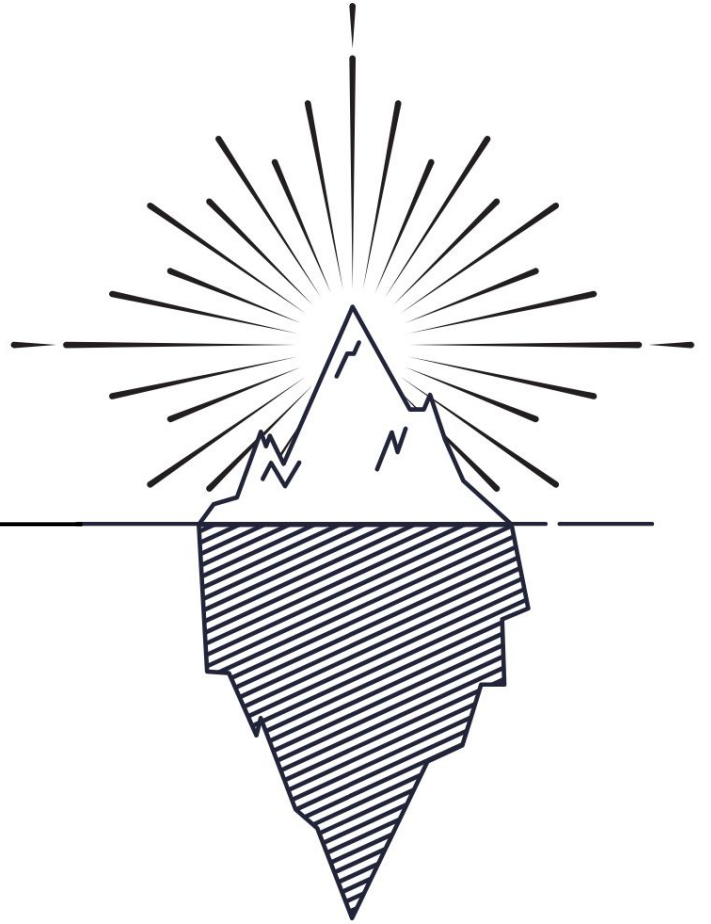
Resistance is **data.**

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Your idea **will have flaws.**

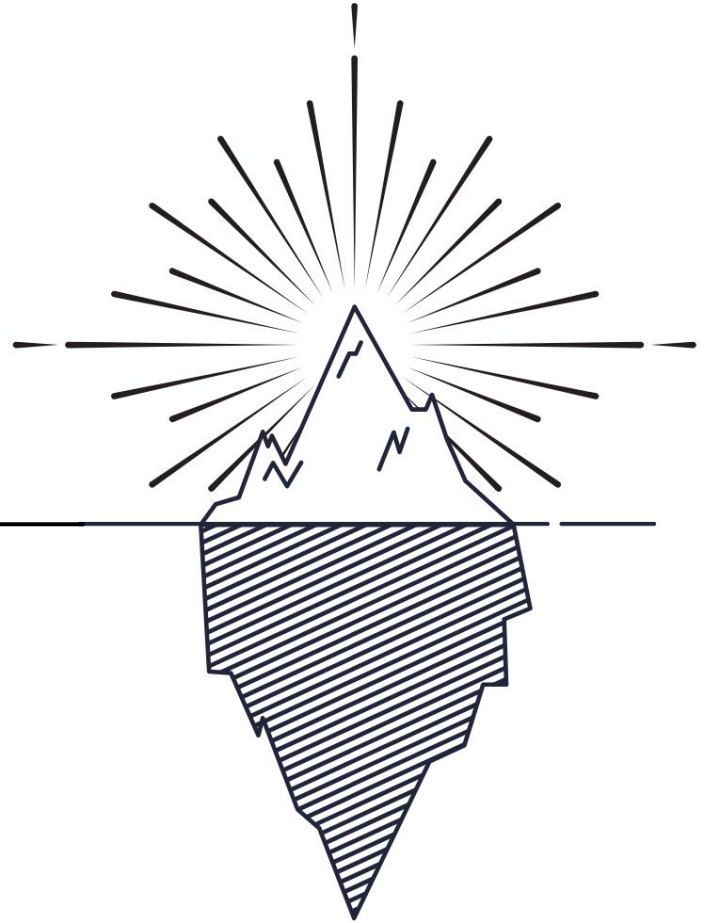


How



Let's get more
headcount for
our team.

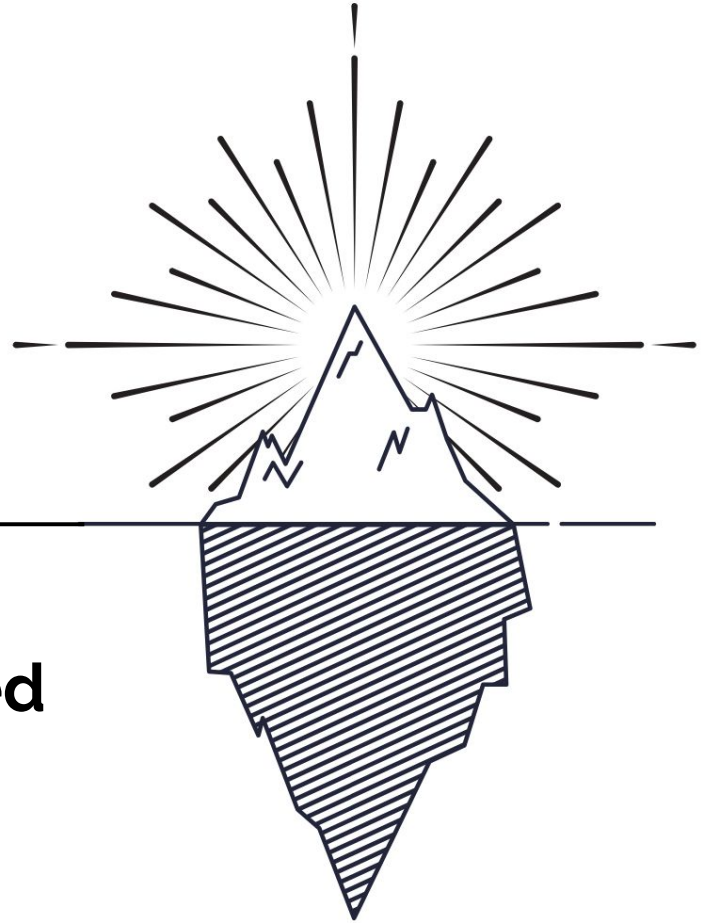
How



Let's get more
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How

**Goal/
Core Need**

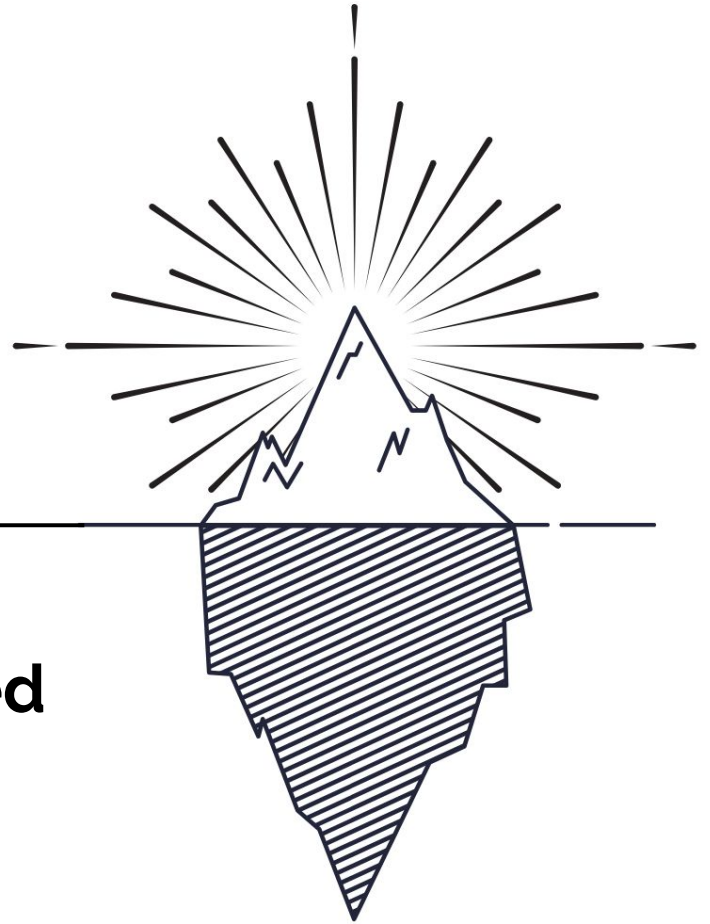


Let's get more headcount for our team.

How

Make visible progress on our roadmap and priorities.

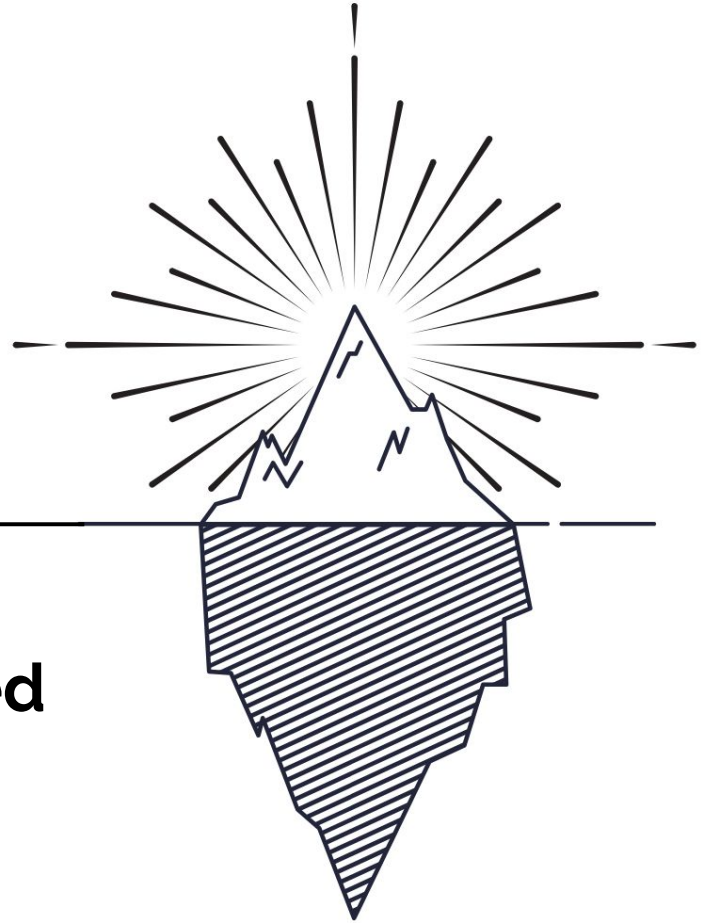
**Goal/
Core Need**



Be *flexible* about
your how

How

**Goal/
Core Need**

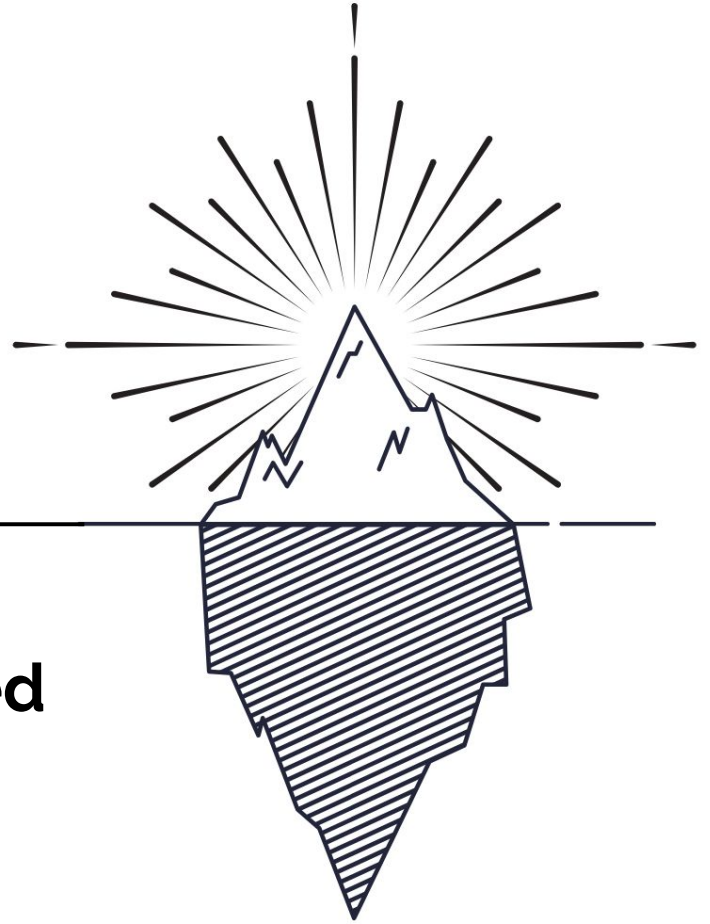


Be *flexible* about
your how

How

Be *firm* about
your goal
(core need)

**Goal/
Core Need**



Get good at
seeking feedback.



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high degrees of
consideration and **courage**.